

# **SUMMARY OF INITIATIVES FROM THE HUMAN CAPITAL SUMMIT**

# **Diversity**

Co-Leads—Camille Yuan-Soo Hoo and Bob Kripowicz

Members—Wade Carrol, Steve Cary, Al Corbette, Mike Oldham, Maria Rivera, Patty Wagner, Poli Marmolejos, Barbara Mazurowski

Facilitator—Ray Emery

## **Key Initiatives**

### **Establish leadership commitment**

- Define diversity—A clear and succinct definition of diversity in the DOE. Statement would be signed by the Secretary and communicated across the organization.
- Assess current environment—An assessment of current workforce diversity would be completed.
- All workforce processes/systems would be included in the assessment.
- Establish DOE Policy Statement and Order—A DOE Diversity Policy Statement and Order would be developed.
- Integrate diversity into DOE's Strategic Plan—diversity goals, objectives, and strategies would be explicit in DOE's strategy.
- Establish implementation model. A DOE Diversity Implementation Model, similar to the model used for safety (ISM) would be developed and deployed.

### **Develop and implement a diversity accountability and evaluation system**

- Define measurable diversity performance criteria for individuals, leaders, and organizations
- Link with current and planned evaluation systems

### **Develop a pipeline for recruiting and retaining a diverse workforce**

- Assess and coordinate current recruiting and retention approaches based on diversity
- Identify target applicant segments by location
- Establish diverse recruiting teams
- Implement proactive outreach processes
- Implement formal mentoring program

### **Develop and implement comprehensive diversity training**

### **Develop and implement a communication plan**

### **Ensure adequate accommodations and quality of life.**

# **Recruiting and Retention**

Co-Leads— Mike Kane and Chris Phoebe

Members—Rita Bajura, Susan Brechbill, Sara Brunson, Marshall Combs, Tim Dirks, Larry Kirkman, Mike HacsKaylo, Ron Milner

Facilitators—Jim Neuburger and Barbara Male

## **Key Initiatives:**

### **Optimize the hiring process**

- Fully utilize existing hiring authorities
- Use Quick Hire and e-hiring
- Reengineer the current hiring process (identify and eliminate obstacles in current process)
- Conduct best practice research
- Pursue direct hire authorities (on-the-spot)
- Implement phased retirement program for critical skills
- Commercialize job descriptions- use generic PDs
- Increase open registers
- Utilize finder's fees
- Use priority placement for current employees at closure sites
- Expand entry level hiring
- Develop a DOE-wide recruitment program

### **Flexible, Alternative Compensation Systems**

- Pay-band authority
- Better utilization and expand excepted services (professional and support positions and supervision)
- Tie pay and awards to performance
- Skill-based pay (demo project)
- Supervisory pay equity
- SES cap
- Benchmark non-monetary benefits (family friendly benefits)
- Education program to avoid misuse

**Individual Career Development Plan**

- Perform a workforce analysis
- Compile a skills inventory
- Define career paths
- Analyze and reengineer current development programs
- Make current IDPs meaningful
- Put career development programs in place that enhance retention
- Establish DOE-wide intern program
- Expand coop and stay-in-school programs
- Create a mentoring program
- Reestablish the SES Candidate Development Program

# **Improving Management Efficiency**

Co-Leads— Ralph Erickson & David Marks

Members—Abe Haspel, John Kennedy, Bob Knipp, Bob Rabben, Yolanda Ruiz, Keith Klein, Frank Stewart

Facilitators—Bob Haase & Pam Jeckell

## **Key Initiatives**

### **Implement Corporate Strategic Planning**

- Align:
  - T Business Unit Strategic Plans
  - T Budget Process (PPBES?)
  - T GPRA Process
  - T Performance Plan Expectations
  - T Engage Stakeholders
  - T Core Values (safety, security, environmental stewardship)

### **Clarify Corporate Operation Philosophy/Values**

- Identify Core Values
- Clarify Organizational Roles & Responsibilities
- Assess Existing Authorities Against Needs
- Establish Corporate Budgeting Process (e.g., PPBES)
- Unified corporate view

### **Improve Organizational Processes and Structures**

- Workload Assessment
- Workforce Assessment
- Organization and Gap Analysis
- Assess Decision-Making Processes
- Identify Automation Opportunities

# **Performance Management System**

Co-Leads—Bev Cook & Godfrey Becket

Members—Henry Cardinali, Ron Demiceli, Steve Durbin, Rick Furiga, Jim Owendoff, Rufus Smith, Jeremy Wu, Jeff Judge

Facilitators—Marion Zaharchuk & Ann Farace

## **Key Initiatives**

### **Define DOE wide organizational goals and values**

- Document the vision, mission, goals, and values (strategic plan)
- Translate vision, mission, goals, values to measurable performance objectives for each organization and cascade to each employee
- Communicate to workforce
- Define the scope of current DOE work
- Identify DOE support to other agencies
- Determine appropriate role for DOE

### **Outline a new Performance Mgmt System**

- Form a task force (include key leadership, labor, Ombudsman)
- Benchmark private and public performance systems
- Implement new SES performance system (min of 4 levels)
- Implement new GS performance system (DOE wide)
- Refocus managerial performance on people
- Strengthen supervisors knowledge and ability to act on non-performers
- Disseminate performance statistics and performance survey tool
- Train employees in new system
- Deal with regulatory issues
- Include Civil Rights Director and Ombudsman on PRB

### **Redesign Rewards and Recognition process**

- Eliminate automatic monetary bonuses from performance evaluations
- Review current DOE reward system and policies
- Inventory current methods of implementation across DOE
- Benchmark government wide
- Select best system to adapt
- Establish approval levels
- Collect and disseminate DOE wide statistics (after implementation)
- Refine the system based on statistics
- Explain the use of non-monetary rewards/recognition



## **Market the change (in philosophy) in Performance Management**

### Short-term

- Press release, Secretary memo to all employees
- Statement of support from mgmt/labor partnership council
- Posting of benchmark statistics about employment and performance
- Half day simulcast to all employees

### Longer-term

- Continue training and education programs
- Comprehensive statistics to make organization transparent
- Use organizational surveys as validation tool to organizational performance



# Leadership Development & Succession Planning

Co-Leads—Terry Esvelt & Milt Johnson

Members—Paul Allen, Jerome Butler, Leah Dever, Greg Rudy, Linda Whitted, Ken Baker

Facilitators—Chuck Appleby & Gretel Pinkney

## Key Initiatives

### Establish vision and commitment

- Leadership Engagement
- Message from the Secretary
- Create Team to Develop the Vision ((mix of people)
- Benchmark Programs
- Develop Vision (link to Strategic Plan and our LDP values)
- Communication Plan

### Conduct needs and capabilities assessment

- Develop a competency model for three levels of management
- Assess capabilities we have
- Conduct gap analysis for capabilities
- Assess current development programs
- Internal
- External
- Conduct a gap analysis for programs

### Establish a succession plan

- Establishment of Leadership Selection Board
- Create Action Team (mix of people)
- Establish Succession Process (including selection criteria)
- Develop Succession Plan

### Develop a Comprehensive Leadership Development Program

- Benchmark other programs
- Set up Action Team
- Develop Roadmap for each leadership level
- Develop a Tool Kit for leadership development

### Implement Program Assessment

- Create a means to evaluate program

- Add leadership development into performance appraisals